



**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING**

April 23, 2025 / 6pm / Cliffs-Eagle Mine Community Room

<p>Mission: Our mission is to improve the quality of life and welfare for domestic animals and to provide a safe haven while finding lifelong homes for the animals in our care. We embrace the No Kill* philosophy, seeking to end the euthanasia of healthy and treatable animals.</p>	<p>Vision: A community where there are no homeless, neglected or abused animals, and where everyone understands and practices the level of commitment and responsibility that pet guardianship entails.</p>
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Agenda

1. Call to Order / Attendance
2. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
 - a. February 26, 2025 Regular Meeting
 - b. March 26, 2025 Regular Meeting
6. Unfinished Business
 - a. Marquette County Emergency Shelter Plan
 - b. Employee Assistance Program continuation
7. New Business
 - a. Time Capsule for City of Marquette
 - b. Draft of Position Statement RE: Companion Animal Training Methodologies
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report
 - b. Month Year Financials
11. Shelter Operations Reports
 - a. Shelter Manager Report
 - b. Shelter Statistics - submitted
12. Committee Reports
 - a. Board Development Committee Report (Brian)

- b. Finance Committee Report: Written minutes submitted
 - c. Strategic Planning Committee Report; Written minutes submitted
 - d. Personnel Committee Report: Written minutes submitted.
 - e. Policy / Bylaw Committee Report:
 - f. Donor Development Ad Hoc Committee Report: STATUS?
- 13. Public Comment
 - 14. Board Comment
 - 15. Adjournment

Next Board Meeting Date: 05/28/25, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

UPAWS
Board Meeting
Cleveland Cliffs Meeting Room
February 26, 2025

In Attendance: Lynn Andronis, Brian Hummel, Carole Touchinski

Virtual: Chris Danik and Andi Goriesky

Staff: Lealand Anghius, Ann Brownell, Sarah Evers, Addie Lamon, Julie Mahan

Community Members: Steffani Baker and Reva Laituri

1. Call to Order: Meeting was called to order at 6:00 pm.
2. Approval of the Agenda: *Approve the agenda as presented; motion made by Carole and seconded by Brian. All were in consensus.*
3. Mission Moment: None.
4. Public Comment: Addie is glad to have continuing discussions throughout the month. Many caregivers were sick causing a little backup in staffing.
5. Approval of Minutes:
 - a. October 23, 2024 Closed Meeting Minutes: *Approve the minutes as presented; motion made by Carole and supported by Andi. All were in consensus.*
 - b. December 11, 2024 Regular Meeting Minutes: *Approve and amend the minutes as amended to reflect that Sarah attended virtually; motion made by Brian and seconded by Andi. All were in consensus.*
 - c. December 11, 2024 Closed Meeting Minutes: *Approve the minutes as presented; motion made by Carole and seconded by Brian. All were in consensus.*
 - d. January 9, 2025 Special Meeting Minutes: *Approve the minutes as presented; motion made by Brian and supported by Andi. All were in consensus.*
 - e. January 9, 2025 Closed Meeting Minutes: *Approve the meeting minutes as presented; motion made by Brian and seconded by Andi. All were in consensus.*
 - f. January 12, 2025 Special Meeting Minutes: *Approve the Special Meeting Minutes as presented; motion made by Brian and seconded by Carole. All were in consensus.*
 - g. January 12, 2025 Closed Meeting Minutes: *Approval of the Closed Meeting Minutes; motion made by Brian and seconded by Carole. All were in consensus.*
 - h. January 29, 2025 Regular Meeting Minutes: *Approve the January 29th meeting as amended below; motion made by Andi and seconded by Brian. All were in consensus.*
 - i. Sarah's last name is not spelled correctly, should be "Evers"; Addie's name is spelled "Addie". The 'crisis' team should be called the Community Animal Response Team (C.A.R.T.)
Additionally, Brian stated that the "M/S/C" entries in the minutes is not consistent with our traditional format for the minutes. The Board agreed that

they would like the minutes presented differently, more in line with previous minutes.

6. Unfinished Business:

- a. Trademark – Wim needed a sample of how we use the logo, letterhead, envelopes and swag. Leslie gathered the samples and Lynn will ensure it gets to Wim by next week.
- b. Municipal Contract with Local Municipalities: Lynn will put together a letter by the end of next week. The letter will be sent to all involved governmental agencies now that Marquette County has agreed. (Marquette County's signed contract is on the drive.)
- c. Strategic Planning Agreement with Grow & Lead: Lynn has signed the agreement and sent it back. (The signed agreement is on the drive.) Grow & Lead offers three free consulting hours during the year of which we can take advantage. Chris will contact Amy Quinn and Linda Lemberg (both from G&L) for scheduling. Linda will be our main contact.

7. New Business:

- a. Retreat Update: We discussed establishing 2025 goals. Some of the items were finishing off the Memorial Garden; the importance of putting some concentrated effort into establishing the Cliff's Meeting room into a viable rental space; building a flower bed around the sign in the Spring. (There is a possibility that we can get perennials for free.); some of the trees at the highway need to come down to make the UPAWS sign much more visible from much further away.
- b. Report & Recommendation from Policy/Bylaw RE: Amendments: This is a process that has been actively worked on for about ten months. Prior to this meeting, all board members received detailed information with a coversheet that outlined the changes. *Motion was made by Chris and seconded by Carole to accept the bylaw revisions as presented. All were in consensus.*
- c. Proposal from Personnel Committee: UPAWS has a need to get the vet center up and running as soon as practical. Additionally, UPAWS does need to have the Animal Behaviorist staff person hired and up and running under his/her new job description as soon as possible. Brian noticed that the information that Sarah put together did not have all the line items necessary; this will be corrected and brought back to the February meeting. If UPAWS does the spays and neuters on site, the organization will save about \$15,000 per year. By taking this action, UPAWS is decreasing the overall budget deficit by about \$4,000 in year one. The Personnel Committee has moved forward with drafting the position descriptions for the Animal Behaviorist as well as the individual who will oversee the vet area. Neither of these are finalized yet. The Personnel committee has the job descriptions as appendices separate from the formal Personnel Policies; therefore, the job descriptions do not have to be reviewed and approved by the full board. The Board will expect a report and recommendation next month to present the data and identify the deficit. Carole asked if there was any resolution to the pay disparity issues that the Board has been

discussing for several months. The upcoming report and recommendation will not have the equity issue in place. It was decided by the Board to keep the pay disparity as an unfinished item on the agenda. Moving forward, the Board will discuss the pay disparity every month until the Board resolves the disparity issue. Lynn stated that the Board's business at this time was to accept or reject some or all the Personnel Committee's recommendations that were submitted. *The motion was made by Carole and supported by Brian to accept the recommendations from the Personnel Committee. All were in consensus.* The Personnel Committee was thanked for their attention to detail on these issues. To emphasize the importance of keeping the pay disparity issue on the agenda, *an additional motion was made by Brian and supported by Carole to keep it on the agenda until it is resolved. All supported this motion.*

8. Communications: None.
9. President's Report: Lynn reported that she has been extraordinarily busy with committee work and spearheading some work at the shelter. She would have liked to put together a list of items that need to be cleared up; however, she simply could not get to it this month. It is hoped that the list will be made available during the next meeting.
10. Treasurer's Report:
 - a. Chris reported that, between the report and the comments that came up in Finance Committee, all line items are fairly reflected. The bottom line for public support in 2024 was down significantly. Carole mentioned that it is historically consistent with election years. Due to so much money going into campaigns, individual contributions to nonprofits tend to go down overall.
 - b. December 2024 Financials: *Andi motioned to accept December 2024 financials, and Brian supported this motion; All were in consensus.*
 - c. January 2025 Financials: *Andi made a motion to accept the January financials and Carole supported; All were in consensus.*
11. Shelter Operations Reports:
 - a. Shelter Manager's Report: Written report submitted. Sarah also reported that she conducted an interview today to fill an open position.
 - b. Shelter Statistics: Lynn presented the shelter statistics for the month of January. A discussion took place about the data. Carole stated that if we compared January 2025 data to a rolling five-year average of January datum, it could provide us very good information about the animals on a month-to-month basis. This would apply to annual data as well. She believed that it would bring the data alive a bit more and it could bring to the board some insights that we are not aware of currently. Sarah disagreed. Carole will complete one of the comparisons for the next meeting. It most likely will be the rolling five-year average number to begin.
12. Committee Reports:

- a. Board Development: Written report submitted. Brian did not need to add anything to the report. He will be taking over leadership of Board Development. Stephanie Baker has applied to be on the Board and she is in the audience today. She is an insurance agent in Harvey. Currently she has 4 dogs from UPAWS. The Board Development committee met and interviewed Dominic and will come up with a recommendation for our next meeting.
 - b. Finance Committee: Written report submitted.
 - c. Strategic Planning Committee: Meeting minutes submitted. Board members will find some short-term goals. An agreement with Grow & Lead has been signed for a formal strategic planning process. The long-term plan (present-2030) may change because of the new staffing pattern as well as items that might come out of the strategic planning process.
 - d. Personnel Committee: No written report submitted. Lynn added that this committee will be meeting on March 3rd and hope to finalize the job descriptions.
 - e. Policy and Bylaw: Meeting minutes were submitted. If there are any questions Brian and Lynn can try to answer them. The group needs to work on new policies as they relate to any future changes in the Personnel Policy.
 - f. Donor Development Ad Hoc Committee: The plan has been to turn over the donor development completely to Nic. Chris has an idea-list to put together for Nic. However, best practice is that the fund development staff must work with a fund development committee. This committee is made up of Board and community members who have interest in UPAWS; this will potentially support Nic's work. With having a fund development staff it is the perfect opportunity to put together a committed committee for Nic to work with and call on.
13. Public Comment: – Addie expressed her gratitude to the sitting board, as it is a hard thing to do in her opinion. Lynn explained that there are a lot of things that the Board has a desire to do but things tend to move slowly. Never underestimate the amount of respect the Board has for the staff. It was further acknowledged that shelter workers experience a lot of compassion fatigue, and the board could investigate what we might be able to do to help remedy some of the fatigue. Addie thanked the Board for looking at the pay gap and taking it seriously. Lynn expressed the Board's support for the staff and looking at the equity in the pay structure. She also added that there is a line between the board and the staff. The Board must respect that line as well as the staff. It is a good thing for the staff to understand what the Board does. It may seem like things are moving slowly. However, the Board is moving as fast as it possibly can. Staff appreciate that the issues of pay structure have a permanent place on the agenda as we move forward. Brian took a moment to recognize the staff. He indicated that it shows a lot of commitment and passion that the staff have for the animals to come to a Board meeting on their own time.
14. Board Comment: Brian will publish a "doodle" poll in mid-March to bring the Community Animal Response Team (CART) together. He also noted that he has a conflict with the March 26th board meeting date.

15. Adjournment: *Motion was made by Carole and supported by Brian to adjourn the meeting; all were in support. Meeting adjourned at 7:17 pm.*

Respectfully Submitted,

Counter-Signed,

Carole L. Touchinski, Date

Lynn Andronis, Date

DRAFT

Position Statement Regarding
Companion Animal Training Methodologies

At UPAWS, we are committed to **fear- and force free handling and training**. UPAWS refrains from the use of equipment or training methods that intentionally inflict stress, fear or pain to an animal (e.g. leash corrections and prong, shock, or choke collars). This reflects our core belief that animals deserve to be treated with compassion, patience, and respect. We strive to create an environment where every animal can thrive - emotionally, mentally and physically. At UPAWS the bonds between animals and humans are strengthened through trust, kindness, and positive experiences.

This holistic and scientific evidence-based approach not only benefits the animals in our care, but can also contribute to the overall mental and emotional health of the animals within our community. We encourage members in our community to apply these humane methods in their own homes, ensuring that animals continue to feel safe, understood, and supported throughout their lives.

For more information about these training methods, go to
<https://www.dunbaracademy.com> (Ian Dunbar)
<https://www.donoharmdogtraining.com> (Linda Michaels)
www.<https://dogsthat.com/> (Susan Garrett)

PRESIDENT'S REPORT

April, 2025

1. Preparing to relinquish data entry into Neon to Ryan. Up to this point, I have been entering all data into Neon.
2. Submitted stats. (Believe that this activity will also transition to a member of staff.)
3. Chaired Personnel Committee meeting.
4. Attended Strategic Planning, Board Development, and Policy/Bylaw meetings.
5. Attended "Caffeinate and Collaborate" (hosted by Grow & Lead) on 4/10/25. It was a great vehicle to meet with other non-profits in the UP and discuss issues/problems/solutions. I plan on attending the next session on 5/10.
6. Attended and assisted in presenting awards at Cause For Paws.
7. Municipal Contracts – in progress

Respectfully submitted,

Lynn Andronis

April Shelter Report

- Ann is busy getting us ready for another Bissell Adoption event running May 1-15th. Dog adoption fees will be reduced to \$70 with our cats adoption fees will be reduced to \$25. Our senior animals looking for forever homes will have their fees reduced to \$0 in hopes that they can find that perfect someone too
- Julie has taken to her position nicely with the dogs, making new kennel signage and updating the management plan process. I am so glad the personnel committee was able to move forward with that position- it is much needed here for all the animals
- The vet center is finally on its way to being open. I have been working long hours going through things and organizing supplies. The hope is that it can be ready to have its first surgery done there by June 1st!
- We celebrated National Volunteer Appreciation Week April 21-25th with candy and refreshments for our daily dog walkers, cat cleaners, cat cuddlers and everyday volunteers. A pizza party with staff, board members, and long-time volunteers was also held as a way for us to say "thank you" for all of their hard work. Thank you again, volunteers!!
- UPAWS was chosen by Snuggle Puppy to receive their calming companions, which are little stuffed animals that have rechargeable hearts in them. They will come in handy when we have single puppies or kittens that come in and need a friend.
- We are still looking for a Fundraising Coordinator. The ad is posted on Indeed and we have gotten some applications, but unfortunately none with previous experience, so the search continues!

Respectfully submitted,

Sarah Evers, LVT, CVT
UPAWS Shelter Manager

March 2025		DOGS		CATS		OTHER	TOTAL	
	In Shelter	14		20		16	50	
	In Foster	14	2 in true foster	25	0 in true foster	3	42	
	TOTAL Beginning Count	28		45		19	92	
INTAKE		DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
	Owner Surrender	4	1	19	12	5	41	134
	Returned Adoption	0	1	1	0	0	2	6
	Stray (from Police, Public and Shelter Pickup)	11	0	11	4	0	26	66
	Born in Care	0	0	0	12	0	12	12
	Transferred from Other Shelters	0	0	0	0	0	0	43
	Special Hold/Service In	0	0	0	0	0	0	0
	Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	0
	Total Intakes	15	2	31	28	5	81	261

OUTCOMES

Adoptions (shelter, foster home or special event)	12	7	26	16	12	73	234
Total Adoptions YTD	55	8	97	40	34	234	
Returned to Owner	7	0	3	0	0	10	26
Transferred to Rescue Groups/Shelters	0	0	0	0	0	0	8
Total Live Outcomes	19	7	29	16	12	83	268
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	1	0	0	0	0	1	1
Dying	0	0	0	0	0	0	3
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	1	0	0	0	0	1	4
	Shadow-Aggressive						
Died at shelter/foster home - Unknown	1	0	0	0	0	1	2
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason	Blocky-DOA						
Total Euth/Died/Other Outcomes	2	0	0	0	0	2	6
In Shelter	6		41		9	56	
In Foster	11	1 in true foster	18	8 in true foster	3	32	
TOTAL Ending Count (per formula)	17		59		12	88	
TOTAL Ending Count (per report)	17		59		12		
SAVE RATE (Intake- Euthanasia Outcome)/Intake						98.8%	98.5%
ASPCA Live Release Rate (Live Outcomes/ Intake)						102.5%	102.7%

OTHER INFO

	Dogs	Cats
Avg. Length of Stay		
Monthly Return Rate (returns/adoptions)	5%	2%

unable to pull up report in PP

UPAWS Finance Committee Minutes

Meeting Date: Wednesday, April 9th, 2025 at 5:00pm

Meeting Location: Google Meet

Present: Chris Danik (Chair), Jill Compton, Leslie Hurst, Cole Zyburt

New Business

- **Review March 2025 Financial Reports:** Due to the committee meeting being early this month, the Financial Reports are not ready yet for committee review and will be reviewed with April next month.
- **Money Market and CDs:** Two more CDs have recently matured. The committee agreed to reinvest each in a 2-year CD to continue the board-approved ladder. Interest rates continue to be very volatile.
- **Gift Acceptance and Record Keeping Policy:** Chris brought up the topic of adding a gift acceptance and record keeping policy to our Finance Policies. This has been an area of confusion as to who needs to be involved in accepting large bequests or gifts. The policy will also direct that our Donor CRM is the source for all related records. Jill agreed to assist in developing the policy as she is familiar with tax requirements. Chris and Jill will have a draft policy for review next month.

Old Business

- **Investment & Spending Policy:** The committee discussed the draft policy and agreed to review it one final time and it will be submitted as an R&R next month. The committee agreed on using a 20 quarter average for determining the spendable amount.
- **Cost Analysis Project:** The committee continued to discuss some of the available data. The committee also suggested that we request Sarah (Shelter Manager) do a presentation on the profitability of some of the services. Chris noted that we recently lost our Fundraising Coordinator and are still trying to hire someone for the Vet Assistant position. So the committee agreed not to ask for this yet until Sarah has more time.

The meeting adjourned at 5:48pm

Next Meeting: TBD

Respectfully submitted,

Chris Danik

Treasurer & Finance Committee Chair

UPAWS Strategic Planning Committee Minutes

Meeting Date: Friday, April 18th, 2025 at 12:00pm

Meeting Location: Google Meet

Present: Chris Danik (Chair), Lynn Andronis, Sarah Evers, Carole Touchinski

Excused: Brian Hummel

- After all dates submitted, the weekend that works best is August 22nd and 23rd but one person is not available. The committee agreed to ask at the board meeting if other days of the week might work better.
- The committee started to build the survey questions from the sample questions provided by GLCYD.
- The committee agreed to review the questions offline and we will finish building the surveys on Friday, April 25th.

The meeting adjourned at 12:58pm

Next Meeting: Friday, April 25th at 12pm and Friday, May 16th at 12pm via Google Meet

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair

Personnel Committee Meeting Minutes
4/9/25

PRESENT: Lynn Andronis, Chris Danik, Sarah Evers, Deb LaMere

UPDATE -Reviewed Sarah's evaluation on 2/27/25: Questions from Sarah stemming from the face-to-face review. Additionally, I have updated the evaluation to accurately reflect timeline of the review process and will post to the drive as well as her personnel folder.

Staffing Levels: Current open staff positions – Vet Center Tech and Fundraising Coordinator. Per Sarah, we have not received a lot of qualified applicants. The positions are posted to Indeed, our FB page, and our website. Question to group, does “Indeed” provide an adequate pool of applicants or are there additional sites? Suggestion was made to also post on Grow & Lead's website.

Committee discussed a couple of options provided by Sarah for both of these open positions. Possibilities include making some short-term adjustments (maybe 2 months?) for the Vet Center tech position and then re-assess. **No final decision was made during the meeting but we need to settle the matter.** In the meantime, Sarah will continue to organize the Center. Important that we come to a decision and submit any/all recommendations to the Board and Finance Committee, if necessary.

Earned Sick Time Act: Deb provided an overview of ESTA. It basically replaces the Paid Medical Leave Act. Currently, we “front load” sick time at the beginning of each year. The hours for employees hired mid-year are pro-rated. Review required changes in our policies. Posters were ordered and posted, per Sarah. We need to give notices to new hires; Deb will send the wording to Sarah. We need to make sure that this is included in the Personnel Policies. At this point, our bookkeeper adjusts accrual based on hours worked (1 hour of sick time for every 30 hours worked).

Wages Review: Review “scenarios” provided by Chris on 4/7/25 and posted to the drive <https://docs.google.com/spreadsheets/d/1E9o4iRWwIk6vYdnXZMHb7WkuaGduP-SMf7pCByu2Ero/edit?gid=980954098#gid=980954098>. Since there is a lot of information and details about the different scenarios, members are to review the material and we will discuss next month. We all consider it a long-term project that needs to be approached methodically and carefully.

Personnel Policies:

The intention was to begin a review of the policies, if there was enough time. Unfortunately due to time constraints, this issue will be discussed over the next few months.

REMINDER FOR FUTURE DISCUSSIONS: “Wages/Rates” section in the policies needs to be updated. Additionally, we need to carefully review the PTO policy wording, which Deb will send for our review.

Lynn

NEXT MEETING IS MONDAY, 5/4/25, at 12 pm Virtually.